

RDS

{ Expenditures  
{ Resources

## Basic Programming

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## The Groundwork

- Needs Assessments
- Program Calendar
  - Ideas
  - Sources
  - Creative Thinking
- Feasibility Studies
- Goals and Objectives
  - The SMART Principle

End of Year

\$ leftover



C - endstate      specific  
CBT - specific

## Defining the Scope

- Task Identification
- Timelines & Schedules
- Assigning Responsibilities (staffing needs)
- Memorandum of Instruction

Brainstorm

→ FRAG-OS

## Gathering Support

- Resource Management
  - Staffing
  - Revenues and Expenses (fixed & variable)
  - Financial Analysis
- Risk Analysis
- Partnerships & Stakeholders (NERV)
- Selling

FMD (sell)  
↳ DCA

Soldiers  
DCA  
CG  
etc

Readiness  
Recruitment  
Retention

Why it is essential

## Plan & Program Execution

- Contracting & Obligation of Funds
- Staff Assignments & Clarity
- In-Progress Reviews (IPR)
  - Regular & Attended (collaboration & coordination)
  - Milestone Reviews (progress reports)
- Program Execution
- After-Action Reports (AAR)

Leaders

→ Contracts

→ Job dissatisfaction

R, Y, G

How can I  
help

Line by line

## Other Helpful Tools

- MWR Advisor & Partners
- Volunteer Coordinator (ACS)
- MWR Marketing
- Training & MWR Academy
- Senior Staff
- Army Programming Tool (APT)  
[www.armyprogtool.com](http://www.armyprogtool.com)
- *Jump Start Your Brain* Doug Hall

→ ★  
MWR Adv.

CPSC

CRD

Log In

→ BOOK

## **Needs Assessment**

Continual feedback indicates that the level of customer satisfaction with the Drop Zone Bowling Center is high. Customer comment cards are available at the main desk, pro shop, and snack bar, as well as in the online Interactive Customer Evaluation system (ICE).

Drop Zone front line employees are also trained to elicit verbal feedback continuously, and to document customer comments immediately upon receipt. They are also instructed to make note of customer demeanor and body language (if comments are made in person), particularly if their words do not seem to match their mood or actions.

Management makes note of any and all comments made each morning and takes action (if necessary) within 24 hours.

In addition, a short survey (typically 3-5 questions) is devised and administered weekly. These surveys generally focus upon what new programs current users would like to see offered, and how and when they should be offered. At other times, they focus upon customer satisfaction with current programming, facilities, and/or services.

Surveys are generally administered informally, often verbally by front line employees. For particularly crucial questions, surveys are printed on post cards and sent to a larger cross-section of patrons (identified through RecTrac reports).

A formal needs assessment is conducted semiannually. The method chosen depends upon the circumstances and operational needs at the time they are due. A focus group is currently being formed to determine how to increase the Drop Zone reach into the Fort Excellence youth population. Focus group members will represent avid current users as well as occasional and rare users.

The overriding principle in Drop Zone assessments is to gather as much information as we can, any time we can. In doing so, we are guided toward knowing who to ask, what to ask, and when to ask it (not to mention the way it should be asked).

But managerial research also plays a crucial role. Some of knowing who, what and when to survey comes from keeping current in industry and/or military trends. And the effective use of Management Information Systems (such as RecTrac) certainly helps to identify the "who".

The successes Drop Zone operations have enjoyed is due, in no small part, to our thorough and continuous commitment to needs assessment. It is the only way to practice change leadership, or knowing enough to initiate effective change before it creates operational losses. To be truly "customer-driven", we must know what direction our customers want to take before they even know they want to change direction.

## **Flap doodling**

**Boat Trip  
Boat Ride  
Canoe  
Raft  
Wine/Cheese Party  
Ski Trip  
Model Airplane  
Competition  
Jet Ski  
Wine Tasting  
Beer Tasting  
Hot Air Balloon Ride  
Fashion Show  
Festival  
Play  
Magic Show  
Foot Ball  
Makeover  
Rock Climbing  
Initiatives  
Tweetsie Railroad/Ghost  
town  
Camping Trip  
Traveling/tour  
Earth day  
Auto crafts  
Tool time  
How to be a dad (Poop  
Patrol)**

**24 hour auto race  
Monster Garage  
Planetariums  
Powder-puff derby  
Plane trip  
Euro Car Show  
Dinner & Movie Drive In  
Dude Ranch  
Rodeo  
Demolition Derby  
Gun Safety  
Gardening Class  
Scavenger Hunt  
Nature Trail  
Flower ID  
Financial Mgnt.  
New Parents Programs  
Baking class  
Oktoberfest/Cultural  
Fair  
Make your Own Beer  
Street Party's "Series"  
Fall Foliage  
Floral Design  
Skin Care Class  
Short Stories  
Survival Training  
Stationary Making  
After School Program**

**Environmental  
Awareness  
Bird Watching  
Cook-off  
Poker Run  
Blood Drive  
Tattoo Viewing Contest  
Hog call Contest  
Harley Show  
Wet t shirt contest  
Hot air balloon ride  
Tarot Cards  
Ice Cream Social  
C & W Night  
Fall painting  
Eating Contest  
Health & Wellness  
Smoking Sensat.  
Pet Show  
Sports Tourney  
Bake Sale  
Recycle – paper  
Clothing Drive  
SunTan-First Aid Class  
Animal Care-Dog Wash  
Gardening  
Baby Care  
Writing Class  
Girls Gone Wild  
Weight Watchers  
Backpacking**

**Golf  
Tying Ties  
Party Planning  
Homemade Cooking  
Class  
Trash Pickup  
Ditch clean up  
Car Wash  
Cat & Dog Show  
Potty Training  
How to Grow Trees  
Trip to Beach  
Fashion Show  
First Aid Cotton Balls  
Salting Meats**

## **Grab Bag**

**Nudist Camp  
(Politically Correct)  
Volksmarch  
Archery Comp  
Paint Ball  
Auto Shills Class  
Plate Spinning  
Hot Wiring Clinic  
Telescope-Star Gaze  
Sailing  
Duck Calling  
Hunt Class  
Hacky Sack  
Obstacle Course  
Bike obstacle Course  
Trail Race  
Cooking in out Door  
Trash Pick up  
Balloon fight  
Sports clinics  
Mr. Mom Contest  
Ironing Board down-  
hill contest  
Goose Calling  
Blood Drive**

**Softball Tourney-no  
gloves  
Pole Vaulting-into  
pinecones  
Teather Ball war  
4 Squared Contests  
Hop Scotch  
Hockey  
Sports Medicine Clinic  
Fitness Test  
Aerobics Contest  
Standing long Jump  
Track & Field  
Volleyball Clinic  
Golf Scramble  
Stress Relief  
Kick ball  
Cone heads  
Ice Cream Party  
Jewelry Making  
Bingo  
Blackjack Tourney  
Pool Tourney  
Jacks Tourney  
Ping-Pong Tourney  
Badminton Tourney  
Sewing Class  
Drum Contest**

**Band**  
**Masquerade**  
**Arts & Crafts**  
**Pin the tail on the**  
**Donkey**  
**Sack Race**  
**Wine tasting**  
**Cooking**  
**Ring Toss**  
**Horse Shoes**  
**Puppet show**  
**Science Fair**  
**CAD**  
**Flower Arrangement**  
**Model Building**  
**Hair Styling**  
**Drum Making**  
**Apple Bobbing**  
**Caramel Apples**  
**Alien Party**  
**Play-do Food Contest**  
**Jaxs Tournament**  
**Cheerleading Clinic**  
**Calligraphy Class**  
**Miniature Tetherball**  
**Clown face painting**  
**Circus**  
**Carnival**

**Fishing Clinic**  
**Telephone Etiquette**  
**Ice Cream Social**  
**Cotton ball Races**  
**Drum class**  
**Costume Party**  
**Prettiest Princess**  
**Spitball Contest**  
**Free Childcare/Dinner**  
**& Movie**  
**Smiley Face bobbing**  
**contest**  
**Soapbox Derby**  
**Hamster Buggy Races**  
**Cooking Classes**  
**Cotton Candy Making**  
**Hockey**  
**Dunce Caps**  
**Wizards Caps**

		Format	Trips/ Outings	Special Events	Class	Open facility	Voluntary Service	Workshop/ Seminars		
Program Areas	Club	Competition								
	Sports/ Games	Soccer Club	Unit softball league	Major league game	Commander's Cup	Tennis lessons	Free swim	Preseason official's clinic		
Hobbies	Stamp Club	Art Contest	Museum Trip for collectors	Hobby Show	Coin Collectin g Class	Model railroad layout	Beginning Chinese Cooking	Hydroponic Workshop		
Music	CD Club	Battle of the Bands	Trip to symphony	Folk Music Festival	Guitar lessons	Music listening room	Conductin g youth band	Song-leadi ng workshop camp leader		
Outdoor Recreation	Sky Diving Club	White-water canoe races	Back Packing Trip	Camping Equipment Show	Mountain- climbing class	Campsites	Camp counselin g	Workshop o f effects of adventure trips		
Mental/ literary	Book- of-the- Month- Club	Debate	Visit to Library	Rare Book sale	Speed reading class	Library	Reading to children	Toastmaster s Convention		
Social	Bridge Club	Dominoes Tournament	Fall foliage bus trip	Haunted House	European culture class	Lounge	Visit veteran's hospital	Workshop i n American culture		
Arts/ Crafts	Local artist's guild	Pottery Contest	Visit to local gallery	Art in the Park	Digital graphics class	Crafts room open	Guest artist	Scrap craft workshop		
Dance	Line dance club	Dance marathon	Ballet performanc e	Dance recital	Two step class	Practice floor	Assisting with children's classes	Jazz clinic by celebri ties		
Drama	Thespia n Society	One-act play contest	Little Theatre Visit	Production	Acting class	Televisio n available	Directing children's theater	Set Design workshop		

# Sports and Games

Individual Sports and Games	Dual Sports and Games	Fitness	Team Sports and Games
Archery	Backgammon	Aerobic	Baseball
Baton	Badminton	Aerobic dance	Basketball
Bicycling	Billiards	Jazzercise	Dodge ball
Boating	Boxing	Jogging	Field hockey
Bowling	Checkers	Karate/martial arts	Football
Canoeing	Chess	Rope jumping	Ice hockey
Computer games	Computer games	Tai Chi	Kickball
Darts	Darts	Trampoline	Lacrosse
Diving	Dominos	Walking	Polo
Dungeons and Dragons	Fencing	Weight lifting	Rowing
Fishing	Follow the leader	Yoga	Rugby
Gold	Frisbee		Soccer
Gymnastics	Handball		Softball
Hopscotch	Horseshoes		Volleyball
Horseback riding	Judo		
Ice skating	Racquetball		
Jacks	Shuffleboard		
Kite flying	Squash		
Marbles	Table tennis		
Pinball	Tennis		
Power lifting	Tetherball		
Rope jumping	Video games		
Running	Wrestling		
Sailing			
Scuba			
Shooting			
Skydiving			
Sledding			
Snow skiing			
Surfing			
Swimming			
Track and Field			
Trap and skeet			
Video games			
Water skiing			
Weight training			

# Hobbies

<b>Educational</b>	<b>Creative</b>	<b>Collecting</b>	<b>Social</b>
Archeology	Calligraphy	Antiques	Genealogy
Astronomy	Cooking (gourmet and specialty)	Autographs	Book Clubs
Entomology	Gardening	Automobiles	Bridge
Meteorology	Knitting	Books	Poker
Ornithology	Model making	China	
Reading	Photography	Coins	
Science	Digital Photography	Dolls	
Travel	Woodworking	Gems and rocks	
	Writing	Glass	
		Guns	
		Indian relics	
		Marbles	
		Matchbooks	
		Paintings	
		Postcards	
		Recipes	
		Seashells	
		Stamps	
		Toys	

# Music

<b>Vocal</b>	<b>Instrumental</b>
<b>Performance</b>	<b>Performance</b>
Glee clubs	Rhythm bands
A capella choirs	Orchestras
Music theme festivals	Rock bands
Christmas caroling	Ensembles
Barbershop quartets	Talent shows
<b>Listening</b>	Mobile stages
CDs, records, tapes	Jazz clubs
Concerts	<b>Listening</b>
Karaoke	CD's, records, tapes
Talent shows	Concert attendance
Television	Live performances
Videos	Television viewing
Opera	Mini-recitals
Park concerts	<b>Instruction</b>
<b>Instruction</b>	Guitar classes
Voice training	Piano lessons
Song-leading workshops	Other instrument lessons
Composition	<b>Composition</b>
Interpretive singing games	Improvisation jam sessions
Song Writing	<b>Study/practice</b>
Musical charades	Practice rooms
<b>Study/practice</b>	Appreciation classes
Singing in the shower	
Children's singing games	
Opera study groups	
Fan clubs	
Songbook making	

## Outdoor Recreation

<b>Camping/outdoor living</b>	<b>Conservation/ Ecology</b>	<b>High risk</b>	<b>Outdoor sports</b>	<b>Nature Oriented</b>
Fire building	Landscaping	White-water canoeing,rafting	Bicycling	Print Casting
Map and compass	Conservation study	Mountain climbing	Hunting	Nature crafts
Outdoor cooking	Planting for wildlife	Rock climbing	Fishing	Identify Plants
Picnicking	Building Plant and wildlife sanctuaries	Hang gliding	Boating/ Sailing	Stargazing
Tool craft and care	Weather observation	Glider soaring	Snow skiing	Terrariums
Backpacking	Bird census	Spelunking	Snow Boarding	Nature Walks
Hostelling	Erosion control projects	Mountain Biking	Water Skiing	Trails
			Orienteering	Photography
			Horseback Riding	Weather Patterns
			Scuba diving	
			Hiking	
			Surfing	
			Snowshoeing	
			Snowmobiling	

## Mental and Literary Activities

[illegible]

## Social Activities

[illegible]

## Arts and Crafts

<b>Drawing and sketching</b>	<b>Jewelry making</b>	<b>Printing</b>	<b>Sculpture</b>	<b>Painting</b>
Calligraphy	Lapidary	Block Printing	Clay modeling	China
Graphics	Silver molding	Silk Screen	Papier mache	Finger Painting
Pencil	Bead Weaving	Stenciling	Wax	Oil
Charcoal		Vegetable	Soap Carving	Sponge Painting
Pen and Ink			Sand Casting	Batiking
Computer Sketching			Dough Art	Water Colors
				Murals
<b>Leatherwork</b>	<b>Model building</b>	<b>Cooking</b>	<b>Photography</b>	<b>Woodworking</b>
Tooling	Boats	Cakes/Pies	Developing	Carving
Carving	Airplanes	Candy	Picture Composition	Frame Making
Dyeing	Cars	International	Matting	Furniture
		Canning	Film/Video	
		Gourmet		
<b>Pottery and ceramics</b>	<b>Sewing and needlecraft</b>	<b>Scrap crafts</b>	<b>Weaving</b>	<b>Paper</b>
Pouring Molds	Knitting	Scrap Books	Chair Caning	Christmas Cards
Painting Glaze	Embroidery	Decoupage	Macrame	Origami
Pottery Wheel	Crewel	Collage	Rug Hooking	Foil Sculpture
Coil Method	Quilting	Mosaics	Tapestry Weaving	Paper Making
	Crocheting		Baskets	
<b>Computer graphics</b>	<b>Candle making</b>	<b>Metal Crafts</b>		
CAD	Beeswax	Tin		
Digital Photography	Hand Dipping	Copper Enameling		
	Molds	Silver Molding		

## Dance Activities

<b>Folk</b>	<b>Social</b>	<b>Tap</b>	<b>Ballet</b>	<b>Modern</b>
International folk dance festival	Teen dances	Instruction	Performance attendance	Instruction
Ethnic dancing	Mixers	Performance	Instruction	Conditioning and exercise
Dance clubs	Sadie Hawkins	Parent nights	Performing	Performing
Instruction	Dance contests	Show dancing	Clinics with professionals	Performance attendance
		Tryouts		Clinics with professionals
<b>Acrobatic</b>	<b>Ballroom</b>	<b>Children's</b>	<b>Country</b>	<b>Hip Hop</b>
Baton	Formal dances	Free rhythms	Square dance	New steps
Drill teams	Instruction	Identification rhythms	Clogging	Dance video
Pom	Clubs	Rhythm games	Two step	Dance amusement machines
Belly dancing			Partner	
Cheerleading			Line dancing	

## Drama Activities

<b>Creative dramatics</b>	<b>Formal plays</b>	<b>Puppetry</b>	<b>Radio/film/ Television/video</b>
Skits and stunts	Musicals	Finger puppets	Production
Games	Operettas	Mask puppets	Viewing
Shadow plays	Pageants	Stick puppets	Movie
Talent shows	One-act plays	Marionettes	
Experimental theater	Play tournaments		
	Opera		
	Play going clubs		
	Acting classes		
<b>Pantomime</b>	<b>Dramatic readings</b>	<b>Storytelling</b>	
Charades	Choral speaking	Storytelling	
Story narration	Play reading clubs	Story plays	
Musical pantomime	Monologue	Dramatization	
Interpretive mime		Fish bowl	
Clown craft		Roll plays	

## Travel and Tickets

[illegible]

# **Feasibility**

## **#1**

- **Cost**
- **Manpower**
- **Facility**
- **Audience**
- **Season/Climate**
- **Conflicts/Program Schedule**
- **Security**
- **Safety**
- **Coordination/Support**

## **#2**

- **Sponsorship**
- **Need**
- **Command Support**
- **Competition**
- **Location**
- **Legality**
- **Weather**
- **Demographics**
- **Political Climate**
- **AAFES**

# The SMART Principle

- Are your Objectives **S**pecific?
- Are your Objectives **M**easurable?
- Are your Objectives **A**ttainable?
- Are your Objectives **R**ealistic (results-oriented)?
- Are your Objectives **T**ime-Based?

<b>Objective#</b>				
<b>Tasks:</b>				
	<b>Action Steps</b>	<b>Who</b>	<b>Begin</b>	<b>End</b>

# Risk Management/Contingency Plan

Program/Event: POC:
Risk Event
Probable Causes
Symptoms/Triggers
Preventive Plans
Contingency Plan
Outcome

# The NERV Model

- What should my partners and stakeholders do to respond to my **N**needs? What do I do to respond to their Needs?
- What should my partners and stakeholders do to meet my **E**xpectations of them?  
What do I do to meet their Expectations of me?
- What **R**ights do I have which my partners and stakeholders should recognize?  
What Rights do they have that I should recognize?
- What do I **V**alue?  
What do my partners and stakeholders Value?

Activity:	<b>GOAL SYSTEM WORKSHEET</b>	Prepared By: Date:
Brief Description:		
Objectives:	Tasks:	
Resources:	Coordination With:	

## Selling an Idea to the Boss

	Yes	No
1. I try to prepare the ground in advance of presenting a formal or full-blown proposal.		
2. I do my homework properly – I get the facts, present alternatives, show pros and cons of each alternative, etc.		
3. As part of my preparation, I conduct a “dry run” on someone else who serves as a tough devil’s advocate.		
4. I pay attention to the boss’s schedule. I try to see him/her when I know there won’t be an obligation to hurry.		
5. I pay attention to timing. I present the idea when it fits in with the concerns of the organization and/or the boss.		
6. I try to involve the boss in the presentation so that there is two-way communication.		
7. I use graphics, visual aids, etc. wherever I can because people respond better to a formal presentation and something they can see.		
8. I consider the boss’ view. I know the boss’ interests, values, and orientation, and I start from there.		
I try to stress “what’s in it for him” as opposed to presenting the boss with an abstract idea.		
9. I try to tie in my proposal to on-going programs and past successes so that there is a comfortable link with the past.		
11. I try to make clear what the risks and what the chances of success are.		
12. I anticipate possible objections of doubts and am prepared to respond to them.		
13. I am prepared to respond to the possible question of “who else is doing this?”		
14. I avoid putting my boss on the defensive or making him/her lose face or causing him/her to appear poorly informed, unrealistic, or overly conservative.		
15. I avoid arguing or debating. I avoid giving the impression that I alone have the right answer or most of the available wisdom.		
16. I present realistic end results and avoid exaggeration or overkill.		
17. I try to make it clear how we will know if the plan or idea is successful and when we can anticipate results.		
18. I increase the possibility of my boss’ acceptance of the idea by including a “dress rehearsal,” trial or pilot run in the overall proposal.		
19. I make sure that the boss, rather than myself, will get the credit for the proposal.		
20. I prepare myself for rejection. While I strive for success, I can accept the fact that the boss may defer judgment or give an outright “no.”		

## Scoring

Give yourself 5 points for each “yes” answer.

80 points and above: You go to the top of the class! You are very sensitive to your boss as a person and to his/her needs. You certainly know how to present an idea well.

70-80 points: You have a good working knowledge of what it takes to get an idea across.

60-70 points: You have a fair knowledge and set of skills in selling your boss on an idea.

Below 60 points: Do not be surprised if your efforts at selling an idea frequently backfire. Try to sharpen up your skills before your next proposal.

# MARKET STRATEGY CHART

<p><b>Strategy One</b></p> <p>Current Services Delivered to Current Clients</p> <p>(Little or No Risk) Status Quo Little or No Cost</p>	<p><b>Strategy II</b></p> <p>Current Services Offered to Potential New Clients</p> <p>(Moderate Risk) Moderate Growth Moderate Cost</p>
<p><b>Strategy III</b></p> <p>New Services Offered to Current Clients</p> <p>(Little Risk) Significant Moderate Cost</p>	<p><b>Strategy IV</b></p> <p>New Services Offered to Potential New Clients</p> <p>(High Risk) Slow Growth High Cost</p>

## WHAT'S IN YOUR SPECIAL EVENT TOOLBOX?

Here are some recommended items:

- Glue: White, Spray, Crazy, Hot Glue
- Tape: Duct, Masking, Scotch
- Safety Pins
- Thumb Tacks
- Stray Pins
- Velcro
- Needle and Thread
- Wire
- Fishing wire
- Twine
- Rubber bands
- Box cutter
- Scissors
- Exacto-Knife
- Sharpies
- Band-Aids
- Batteries
- Flashlight (small)
- Paper towels and a small regular towel
- Extra pens – someone will always take yours!
- Rain poncho
- Small disposable camera (we always took pictures when something went wrong for reports that had to be done later)
- Hammer
- Screw driver
- Pliers
- Bungies
- String
- Rope
- Paper/pens/pencils
- Construction paper
- Stapler
- Paper clips
- Alligator clips
- WD40
- Straight Edge
- Tape measure